Newfoundland and Labrador
PUBLIC SERVICE COMMISSION

ANNUAL REPORT

ANNUAL REPORT

1988-89

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TABLE OF CONTENTS

Letter of Transmittal 3

Organizational Chart 5

Introduction and Highlights 7

Divisional Reports

- Recruitment and Selection Division 8
- Staff Training and Development Division 12
- Personnel Services Division 16
- Administrative Services Division 21

Statistics 23

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PUBLIC SERVICE
COMMISSION

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Office of the Chairman

The Honourable David S. Gilbert, M.H.A.
Minister
Department of Works, Services
and Transportation

Pursuant to Section 18 of the Newfoundland Public Service Commission Act, I have the honour to submit to you the Annual Report of the Newfoundland Public Service Commission for the Fiscal Year ended March 31, 1989.

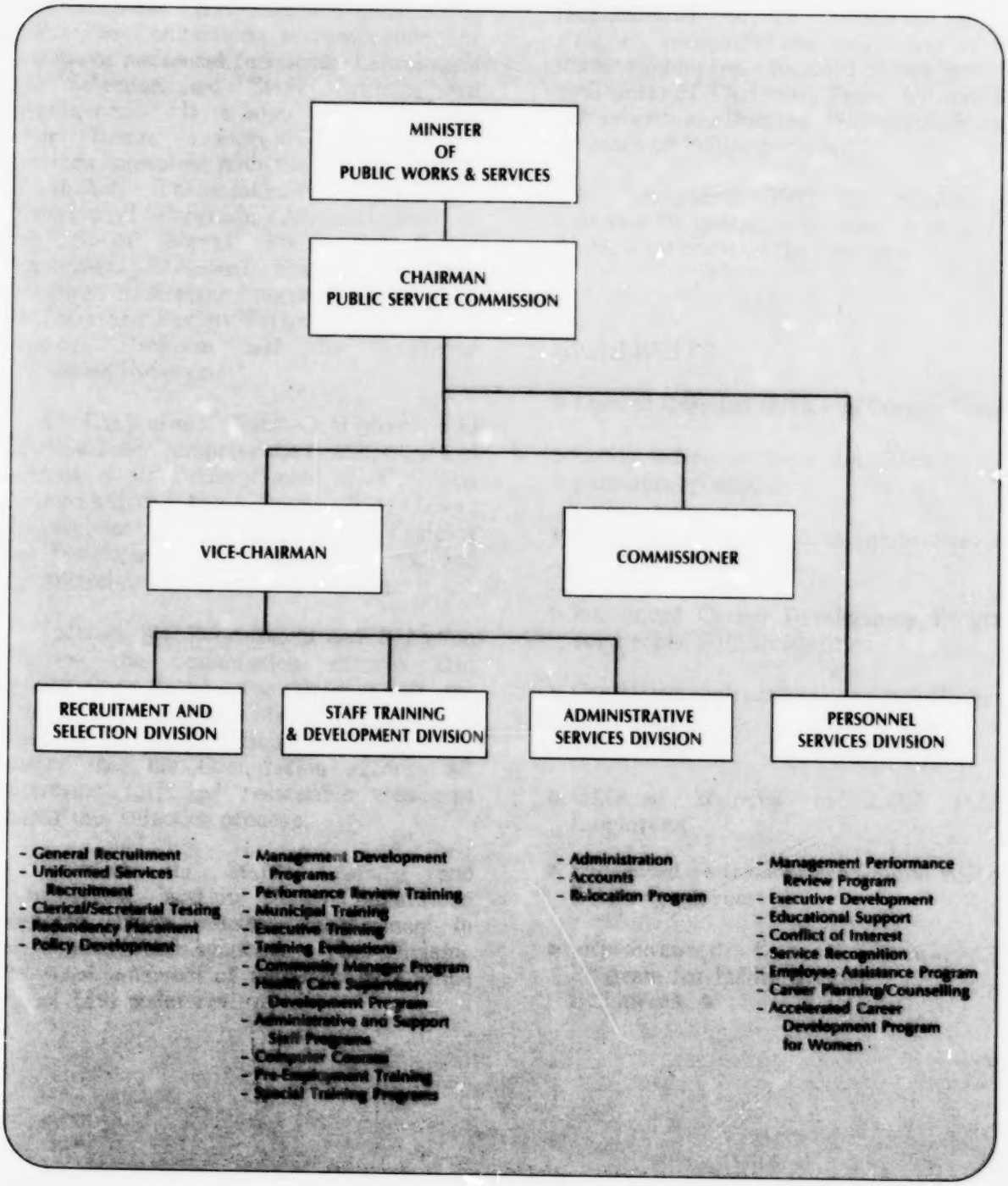
May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work and dedication of our staff.

GILBERT PIKE
Chairman

/lb

February, 1990

Newfoundland Public Service Commission
Functional Organization Chart
March 31, 1989



INTRODUCTION

The Newfoundland Public Service Commission was established by Statute in 1973 and operates under the authority of the *Newfoundland Public Service Commission Act*. The Commission is responsible for two major personnel functions: Recruitment and Selection and Staff Training and Development. It is also responsible for other human resource programs and services consistent with the intent and scope of the Act. These include: the Executive Development Program, Administration of Conflict of Interest Policy for Public Employees, Personnel Planning Projects, Employee Assistance Program, Management Performance Review Program, Educational Support Program and the Employee Relocation Program.

A Chairman, Vice-Chairman and Commissioner comprise the Commission and oversee a staff complement of 37. The Commission has four Divisions: Recruitment and Selection, Staff Training and Development, Personnel Services, and the Administrative Services Division.

Through the Recruitment and Selection function the Commission ensures that appointments to or promotions within the Public Service are made on the basis of merit. Established policies and procedures ensure that the Commission affords all applicants fair and reasonable treatment during this selection process.

Through its Staff Training and Development activity the Commission supports human resource development in Departments and Agencies. This Division undertook a number of major projects in the Fiscal Year under review.

In January, 1989 Government announced its Voluntary Retirement Program. The Personnel Services Division which has responsibility for the Service Recognition Program recognized the retirement of 661 Public Employees. Included in this was the retirement of Chairman, Peter Withers and Commissioner, Douglas Whitten, both with 38 years of Public Service.

In September, 1988 the Commission expanded its operation by opening an office on the west coast of the Province.

HIGHLIGHTS

- Opened Regional Office in Corner Brook.
- Conducted recruitment activities for 952 permanent positions.
- Adopted new approach to recruitment and selection process.
- Introduced Career Development Program for People With Disabilities.
- Completed restructuring of Core Program Curriculum in Staff Training and Development.
- Offered courses to 2,807 Public Employees.
- Processed retirement recognition for 661 Public Employees.
- Implemented Career Development Program for Public Service Employees. ■

RECRUITMENT AND SELECTION DIVISION

Under the Public Service Commission Act the Commission has the mandate to conduct the recruitment of qualified candidates for permanent positions for all Government Departments and designated Agencies. The Commission must ensure that all appointments are based on merit and the most suitable candidates are selected for public service employment. Only candidates who are able to demonstrate possession of the required levels of job knowledge, abilities and personal suitability are recommended to Departments and Agencies for final selection. The Commission is not responsible for the filling of temporary, part-time or contractual positions or those which are the responsibility of the Lieutenant-Governor in Council. On occasion however, the Commission is requested to assist in the filling of these types of vacancies.

The Recruitment and Selection Division is responsible for the following activities:

- Staff Recruitment for Departments and Agencies
- Recruitment for the Uniformed Services
- Re-employment of Employees affected by Redundancy or work related injuries
- Policy Development
- Delegated Staffing

STAFF RECRUITMENT

Departments and Agencies

Recruitment activities include the filling of positions by advertising vacancies either within the Public Service or through public advertisements. Following the advertised closing date of the competition, all applicants are impartially assessed through a structured candidate selection process. This process includes screening of applications, administering tests, conducting formalized job interviews and checking references. Once reference checks are completed, the Commission recommends, in order of merit, up to three candidates for appointment. The Deputy Minister of the Department then appoints the successful candidate(s) from this recommendation.

During FY 1988-89, the Commission recommended candidates for appointment to 952 permanent positions. Appendix A on page 24 highlights the Division's recruitment activity by showing the numbers of applicants, interviews and male-female appointments during the Fiscal Year. Appendix B provides a breakdown of competitions on a Departmental basis over the last three Fiscal Years while Appendix C shows the total number of competitions and the average number of applicants per competition over the same period.

RECRUITMENT AND SELECTION DIVISION

CLERICAL/SECRETARIAL RECRUITMENT

The Public Service Commission has developed and administers a range of skill tests for entry level clerical and secretarial positions.

Given the high degree of interest in these positions by the general public, the Commission conducts testing on a regular basis throughout the year.

This testing is conducted throughout the province utilizing facilities of the various community and private colleges and the Fisher and Cabot Institutes. Candidates who successfully complete the various tests are placed in an Applicant Inventory and are referred to Departments and Agencies when clerical and secretarial positions become vacant.

Statistical information on this recruitment activity can be found in Appendix D on page 27.

The Commission now has a new computer programme for the Testing Unit. The new system allows for the storage and retrieval of relevant qualification information on applicants for entry level clerical and typist positions. It is hoped that this information will form part of the new Human Resource Management Information System (H.R.M.I.S.) being developed in the Newfoundland Public Service.

RECRUITMENT FOR UNIFORMED SERVICES

At the request of the Department of Justice the Commission conducts recruitment for all branches of the Uniformed Services: the St. John's Fire Department, the Adult Corrections Division and the Royal Newfoundland Constabulary.

During FY 1988-89 no recruitment activity took place for any branch of the Uniformed Services. However, the Commission did select 12 cadets from the 1987/88 Police Recruit Competition to attend the Atlantic Police Academy.

Candidates for appointment to these positions are assessed by a Selection Board which administers entrance examinations, fitness tests, personal interviews, and conducts extensive reference checks.

RE-EMPLOYMENT OF EMPLOYEES AFFECTED BY REDUNDANCIES OR WORK RELATED INJURIES

Government's Redundancy Policy provides that a position may be abolished by the Lieutenant-Governor in Council. Under this policy, a phase-out of a program or the realignment of a job function, results in positions being declared redundant.

In keeping with Government's objective to assist employees affected by redundancy obtain other positions in the Public Service and to avoid premature loss of competent and qualified personnel, the Public Service Commission was assigned certain responsibilities in this area. These responsibilities include the authority to waive job competitions to allow for the re-employment of affected persons.

RECRUITMENT AND SELECTION DIVISION

The Commission is involved on a continuing and priority basis with Departments in order to minimize the effect of a declaration of redundancy.

In addition to the maintenance of the Re-employment Priority List, the Division is also actively involved in the orderly phase-out of a major residential institution for developmentally delayed children. As the phase-out of the institution has resulted in the displacement of nearly 200 employees, efforts in this area have been both sensitive and extensive.

INJURY-ON-DUTY

Similar to efforts made on behalf of employees displaced by Redundancy, a Re-employment Priority List is maintained for those employees who, as a result of injuries-on-duty, are incapable of returning to positions held prior to their injury. Authority for the prior consideration of affected staff is granted by the Public Service Commission's Recruitment and Selection Regulations and is generally supported by Collective Agreements between Government and the Unions representing its employees. Where the Commission is unable to identify a suitable position for which the injured worker is both qualified and suitable, representatives of the Division consult with hiring Departments, the Workers' Compensation Commission and the employee to assess retraining aptitude and interest.

STAFFING STANDARDS

The Commission has established an internal Committee to oversee the implementation of new selection standards. In February, 1988 a Matrix (Numeric) system of rating applicants against pre-determined related criteria, identified by Job Analysis, was introduced. Later in the year a new format of documenting the results of competitions was adopted. Under this format, a "Competition Summary" showing an individual's total score on each major component of the position is prepared at the completion of the interviews. As a result of the new system, the number of grievances appear to have decreased and our experience indicates that union representatives and applicants in general better understand how decisions have been made in the selection process. This system also allows for specific feedback and counselling to be provided to applicants on areas of need as identified through the evaluation process.

The efforts of the Committee to modify and adjust this new selection process are ongoing.

- Police Recruitment and Selection Standards

Over the past year, the Commission continued its efforts to establish bonafide Recruitment and Selection Standards for the Royal Newfoundland Constabulary. As there existed a need to ensure that the selection mechanisms used were legitimate and free

RECRUITMENT AND SELECTION DIVISION

from systemic barriers, a review of the various evaluation tools was undertaken. Perhaps the most significant finding in that review was the apparent effect of gender on successful performance in the various phases of the selection process. As a result, the written examination purchased from the International Personnel Management Association and previously used in the identification of Police Officer Recruits, will not be used in future competitions. The effect of gender on fitness exams and on success in the oral interview was also identified. Efforts are being made to correct these apparent difficulties before commencing another selection effort.

As a result of the Commission's study of the Police Recruit Examination, the **General Aptitude Test Battery** (G.A.T.B.) has been recommended for future use in the evaluation of cadet candidates. This is the same examination that is being used by the Metropolitan Toronto Police Department, the Canada Employment and Immigration Commission and other nationally recognized organizations to assess possession of required job skills. As the test can be used by the Commission in its evaluation of applicants for any competition being run through its Recruitment and Selection Division, this alternative to the exam previously used has a number of obvious benefits.

DELEGATED STAFFING AUTHORITY

The Newfoundland Public Service Commission Act provides that the Commission, at its discretion, may delegate its recruitment authority for specific positions to Departments and Agencies. In accordance with this authority 113 positions were filled by Departments and Agencies during FY 1988-89 compared with 80 positions during FY 1987-88. The following is a list of Departments and positions filled:

DEPARTMENT	POSITIONS FILLED
Health	61
Education	6
Public Works and Services	5
Transportation	41
	113 ■

STAFF TRAINING AND DEVELOPMENT DIVISION

This Division continued an active level of program offerings throughout FY 1988-89. A total of 2,807 public servants, health care managers and supervisors as well as municipal administrators attended Commission-sponsored courses and programs. Of these participants, 1,506 were male and 1,301 were female employees.

The total number of public servants participating in Commission courses decreased somewhat from the preceding year. This was primarily due to the transfer of responsibility for data processing training from the Commission to line Departments in November, 1988. The level of participation in all other categories of training remained high. Program highlights include:

- Core Program
- Management Development Projects
- Professional Development Initiatives
- Career Development Program for Persons With Disabilities
- Supervisory Development Programs
- Data Processing Training

CORE PROGRAM

The Division completed a major restructuring of the core program curriculum during the year. An earlier report on Access to Training contained a number of recommendations to increase the number of courses open to female employees. The restructuring included the grouping of sets of courses under **Employee Development** and **Communications and Interpersonal Skills Program** to open a wider range of courses to all employees.

The Division also expended considerable effort in developing a new approach to the **Calendar of Courses**. The simplification of course descriptions, an attractive layout and design and the integration of course dates and locations in one publication all contributed to an improved **Calendar of Courses**. The Commission has received a very positive response to this initiative.

New course offerings in FY 1988-89 were the **Policy Manual Development Course, Effective Supervisory Communications** and **The Financial Implications of Program Management**.

MANAGEMENT DEVELOPMENT PROJECTS

Special funding in this area enabled the Commission to support approximately 22 individual management employees on a wide range of external training events. This sponsorship included the participation of two managers at Memorial University's two week **Management School**. A senior manager of the Department of Health attended the Banff School of Management's **Executive Development Program for Senior Health Administrators**. Other management employees attended courses in **Labour Arbitration, Job Evaluation**, and **Managing the Training Function**. The participation of management employees at external specialty management training

events supplements the Commission's own efforts in management training and development.

PROFESSIONAL DEVELOPMENT INITIATIVES

In response to a request of the Department of Mines, the Division collaborated with the Centre for Management Development at Memorial University on an **Applied Mineral Economics Course**. The Commission had first originated this two week institute in fall, 1985. Following negotiation with the University, the Commission has now delegated this Program to the Centre. On the most recent offering, the Commission purchased 12 seats for professional geologists of the Department of Mines and financial and program analysts in other areas of the Public Service.

The Division also worked with the Alcohol and Drug Dependency Commission in the introduction of a three day **Basic Counsellor Training in Addictions Course.**

CAREER DEVELOPMENT PROGRAM FOR PERSONS WITH DISABILITIES

Following Government's decision to proceed with this Program, the Commission assigned responsibility for its development to the Staff Training and Development Division. The Commission then conducted an extensive public recruitment effort which led to the appointment of a full-time Career Development Officer to oversee the Program. There is now an active Advisory Committee with representatives from Treasury Board, the Newfoundland Association of Public Employees, the Newfoundland Government Managers' Association and various organizations representing diverse disability groups. All parties have now agreed to the philosophy and approach to the Program.

To officially launch the Program, the Commission conducted public advertisement throughout the province inviting applications from persons with disabilities. To date, the inventory includes approximately 500 candidates. The Commission has now written all Deputy Ministers to call for nomination of one year work assignments in their Departments. The Commission then intends to select 15 work assignments for recommendation to Treasury Board.

The Commission will utilize the inventory to select candidates for the work assignments. If the candidates perform successfully in these assignments, the Commission intends to confirm them in their positions on a permanent basis. Over a two year period, the Program will provide 30 work assignments to meet the objective of increasing the number of persons with disabilities permanently employed in the Public Service.

SUPERVISORY DEVELOPMENT PROGRAMS

This training area maintains its place as the major work priority of the Staff

STAFF TRAINING AND DEVELOPMENT DIVISION

Training and Development Officers. Along with conducting 11 supervisory training courses for 158 participants on a service-wide basis, the staff were very heavily involved with three significant projects. In the last three years the Commission has successfully established a Supervisory Development Program for the Newfoundland Hospital and Nursing Home Association. The Program incorporates five courses offered in various regions of the province on a rotating basis throughout the year. This year 45 supervisors will graduate from the Program.

The second major project is jointly sponsored with the Department of Social Services for 45 Group Home Managers in the province. The Division carefully developed this eight course program in consultation with the Department to ensure the Program meets the special needs of these managers in the setting within which they operate.

The third Program involves approximately three weeks of supervisory training within the Royal Newfoundland Constabulary. The first group of 15 supervisors graduates shortly; all remaining supervisors of the Constabulary will receive training over the next two years.

DATA PROCESSING TRAINING

This category of training remains an essential element in Government's overall training initiative. Following a full review, Treasury Board and the Public Service Commission mutually agreed to transfer the payment responsibility for this area from the Commission to line Departments. The effective date of transfer was November, 1988.

To date, the transfer of responsibility appears to be working smoothly. The Commission retains the leadership role with this Program to ensure the course offerings of the Training Department of Newfoundland and Labrador Computer Services Limited are in line with the identified data processing training requirements of the Public Service.

To the point of transfer, 512 public servants had participated in data processing training under Commission sponsorship. A final total of 1,013 participants attended courses at Newfoundland and Labrador Computer Services Limited, down approximately 10 percent from the previous Fiscal Year.

STATISTICAL SUMMARY

The numbers attending Commission-sponsored training courses totalled 2,807 in FY 1988-89. This is a decrease of 28 percent from the preceding Fiscal Year. Appendix E on page 28 provides a breakdown for that year of the level of course participation by program area and sex.

The transfer of payment responsibility for Data Processing Training from the Public Service Commission to line Departments in November, 1988 was the primary cause of this apparent decrease in participation. By also including the number

of public servants who attended Data Processing Training from the date of transfer to the end of the Fiscal Year, the actual total of public servants attending acourses reached 3,308. This figure is slightly higher than the average of the total number of public servants who attended training in each of the previous six Fiscal Years. The first Table in Appendix F contains a comparison of the number of courses and participants by Fiscal Year from 1982-83 to 1988-89.

Appendix G on page 30 provides a three year comparison in the number of courses and participants in the Management and Supervisory Development Program of the Commission. This includes the level of participation of male and female management and supervisory personnel. The first Table in Appendix G illustrates the percentage of female employees attending supervisory and management courses. Over the last three Fiscal Years the percentage of female employees attending these courses increased substantially from 28 percent of the total number in FY 1986-87 to 38 percent in FY 1988-89.

CONCLUSION

The Division continued its involvement in two other major projects during the Fiscal Year. First, Cabinet approved the transfer of responsibility for Municipal Training from the Public Service Commission to the Department of Municipal Affairs. A Committee of senior officials of both organizations is now in place to accomplish this transfer in FY 1989-90. Secondly, the computerization of the registration function is nearing the implementation phase with system start-up date in early 1990.

The Division continued to refine and improve the quality and content of its training offerings in FY 1988-89. The delegation of Data Processing Training to line Departments and Municipal Training to the Department of Municipal Affairs will enable the Division to center its activity more fully on management, supervisory, and other priority programs for the Public Service. ■

PERSONNEL SERVICES DIVISION

The Personnel Services Division is responsible for the development, administration and evaluation of a number of service-wide policies and programs in **Human Resource Management**. Its programs cover such areas as:

- Executive Development
- Educational Support
- Conflict of Interest
- Employee Assistance
- Service Recognition
- Career Planning/Counselling
- Performance Review for Management Personnel

EXECUTIVE DEVELOPMENT

In October, 1982 the Honourable the Premier announced the Executive Development Program as part of Government's commitment to the continuing development of the Executive Group. The program consists of the following elements:

- Job Rotation
- Interchange Assignments
- Special Task Forces and Assignments
- Appointments to Boards and Commissions
- Training
- Special Training Opportunities
- Sabbaticals
- Special Requests
- Temporary Promotions and Assignments, and
- James G. Channing Fellowship.

An Executive Development Committee comprised of four representatives from within Government and two from the private sector oversees the Program.

During FY 1988-89 the **Executive Development Program** continued to be very active. In August, the fourth Channing Fellow completed his tenure at Memorial University of Newfoundland. However, because of budget restraints no Channing Fellow was appointed at Memorial for the Academic Year 1989-90. The Committee is currently arranging an assignment for a Professor from the University to work in Government for 12 months. This assignment will be similar to the arrangement Government had for the Channing Fellow at Memorial.

In June, 1988 the Executive Development Committee sponsored a Deputy Minister on the Public Executive Program at Queen's University. The Committee plans to offer this opportunity to the Deputy Minister Group again in the next Fiscal Year.

EDUCATIONAL SUPPORT

To develop its own Human Resources and to decrease the necessity of out-of-province recruitment, Government authorized the Commission in 1981 to use its **Educational Support Program** combined with a recruitment component as a means of achieving these aims.

This Program uses a Human Resource planning approach to staff "hard-to-fill" positions in the Public Service. It also provides support to employees while they

are pursuing training or studies to meet the requirements of priority programs in their Departments and Agencies.

The focus of the program in FY 1988-89 continued to be positions for which recruitment was difficult. Educational Support Proposals were developed so that personnel currently employed in the Public Service could be trained for these positions. Public servants who received educational support are required to sign a return to service agreement for three times the period of educational leave.

Five Educational Support Proposals were approved during the Fiscal Year as follows:

DEPARTMENT	COURSE OF STUDY	LOCATION
Career Development and Advanced Studies	French	University of Quebec, Trois Rivieres
Culture, Recreation and Youth	Masters in Information Science	University of London, England
Education	Masters in Curriculum Design (Home Economics)	Columbia University, New York
Education (4)	Education of the Deaf	School for the Deaf, St. John's and University of Moncton
Environment and Lands	Masters in Water Resources Engineering	University of Waterloo, Ontario

CONFLICT OF INTEREST (PUBLIC EMPLOYEES) REGULATIONS

In February, 1983 Government introduced the Conflict of Interest (Public Employees) Regulations for all public service employees. These Regulations are intended to provide guidance to public employees to ensure there is no conflict between the duties of their positions and their private interests.

The Regulations require employees to disclose in writing to the Head of the Department/Agency any business, financial or property interest that actually or potentially conflicts with or is affected by actions taken or decisions made by employees in the course of their offical duties.

The Regulations also set out measures Department Heads may take to correct a conflict of interest situation on the part of an employee. If the Department Head decides that there is a conflict of interest, there are a variety of options open to resolve the matter including:

- divestiture of the interests deemed to be causing the conflict;
- the cessation of external employment;
- internal transfer of the public employee;
- disciplinary measures including suspension and/or dismissal.

Department Heads, however, are obliged to consult with the Public Service Commission before taking any remedial action.

Although the Public Service Commission has an overall responsibility to provide advisory services and to disseminate information relating to the Regulations in order to ensure uniform standards of administration, Department Heads have the responsibility for the administration of the Regulations in their respective Departments. During the year Department Heads continued to consult with the Commission regarding possible conflict of interest situations that arose and to which the Regulations applied. During FY 1988-89 there was one appeal to the Conflict of Interest Appeal Board.

In June, 1987 the responsibility for the administration of the Conflict of Interest Act was transferred from the Minister of Finance to the Minister of Public Works and Services who subsequently assigned responsibility for its administration to the Public Service Commission. The Commission has an overall responsibility to disseminate information relating to the Conflict of Interest (Public Employees) Regulations.

In order to ensure consistency of application of the Conflict of Interest (Public Employees) Regulations throughout the Public Service, Government appointed in October, 1987 a Conflict of Interest Review Tribunal. This Tribunal is chaired by the Chairman of the Public Service Commission and has two other members: the President of the Institute of Fisheries and Marine Technology and the Associate Deputy Minister of Justice.

One major function of the Tribunal is to review the decisions of Permanent Heads prior to their rendering of decisions to employees. During the Fiscal Year Department/Agency Heads referred 32 cases to the Tribunal for its review. In addition, the Tribunal conducted a review of the Conflict of Interest Act and Regulations as they relate to Public Employees and is currently preparing a draft of a new Act and Regulations for submission to Cabinet.

EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program is a joint program of the Provincial Government and its Unions/Associations. Its objective is to provide confidential help for employees in the Newfoundland Public Service who are experiencing personal problems that may interfere with work performance.

The Employee Assistance Program permits employees to seek help voluntarily from the Program Co-ordinator. However, should work performance be affected the supervisor may refer the employee to the Co-ordinator. The Program functions primarily as an in-take and referral service that normally utilizes community-based helping agencies. It is founded on the assumption that employee well-being enhances morale and increases productivity in the workplace.

During FY 1988-89, 107 Government Employees received assistance from the Program either as full-time participants or as occasional users requiring only one or two counselling/assessment type sessions for a particular situation. Sixty participants

successfully completed the program while 39 others will continue receiving assistance during FY 1989-90.

There were 145 specific problems identified and referred for assistance. These are as follows:

- Financial - 29
- Alcohol and Drug - 38
- Marital/Family - 32
- Emotional - 45
- Legal - 1

The Public Service Commission continues to provide two-day courses on proper referral procedures for supervisors and union representatives. The Program Co-ordinator delivered eight workshops with a total of 102 government employees attending and made three promotional presentations.

The Joint Labour/Management Committee which oversees the Employee Assistance Program held three meetings during FY 1988-89.

Increased efforts to promote the Program and an on-going schedule of EAP seminars will result in a continuation of the growth that has been evident since the Program began in 1979. As the attached figures in Appendix I on page 33 indicate, the the number of government employees utilizing the Program has increased noticeably since FY 1985-86 when, in December, 1985, the position of Employee Assistance Co-ordinator became full-time.

SERVICE RECOGNITION

In 1980 Government introduced a Service Recognition Program in the Newfoundland Public Service to recognize the service of Public Servants at significant points in their careers. The presentation of standard pins and certificates identifying either 20, 25 or 35 years of service mark these milestones of an employee's career. In the case of retirement, however, the presentaion of a gift and certificate denotes the occasion.

During the Fiscal Year, 661 employees received recognition under the Program's retirement provisions. This is a notable increase over last year's activity when 235 employees received recognition. The increase was due to Government's introduction of a Voluntary Retirement Program in January, 1989.

Listed in Appendix H on Pages 31 and 32 are the names of 38 employees who retired during the Fiscal Year with 35 years of service or over.

Under the Long Service Section 263 public servants were presented with certificates and pins as follows:

20 Years' Service - 171
25 Years' Service - 81
35 Years' Service - 11

The Table in Appendix I on Page 33 shows the participation in this Program over the past five Fiscal Years.

PERSONNEL SERVICES DIVISION

CAREER PLANNING/COUNSELLING

The Career Development Unit, Personnel Services Division, was authorized following a recommendation of the 1985 Task Force on Affirmative Action. The Unit's mandate is to assist Departments/Agencies to assess their Human Resource requirements and to match these with the career development needs of their employees. To assist both departments and employees in the area of career development the Unit provides the following services:

- Consultation
- Career Counselling
- Career Development Activities
- Information and Education
- Training
- Research and Development

In July, 1988 Government approved a Career Development Program for Public Service Employees. In approving this Program, Government authorized two Career Development Projects. The first is a Departmental Pilot Project through which the Commission plans to pilot the full services of the Career Development Program in a Department of Government. The second is a Career Development Project for secretarial, clerical, and administrative staff throughout the Public Service. This program is similar in design to the Accelerated Career Development Program for Women offered by the Commission in 1987. It will provide 60 staff members from the target group with career counselling, training, and developmental work assignments over a two year period.

Since February, 1989 the Unit has been staffed by two Career Development Officers and has offered workshops in **Career Planning, Resume Writing and Interview Preparation** on a Province-wide basis.

During FY 1988-89 the Officers held 47 counselling sessions with 38 employees - male 11; females 27. Referrals from the Employee Assistance Program Co-ordintor accounted for 10 percent of the counselling sessions. The Career Development Officers reported that career plateauing was a major concern of most of the employees referred to them by the EAP Co-ordinator. ■

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division provides support services to the Commission, the Recruitment and Selection Division and the Personnel Services Division. It is responsible for the registry, as well as payroll, purchasing and accounting activities of the Commission and Government's Relocation Program.

RELOCATION PROGRAM

The Public Service Commission is responsible for the administration of Government's Relocation Program which provides financial assistance for approved costs incurred by an employee in relocating from one location to another.

Employees are eligible to claim relocation expenses under the following circumstances:

- When transferred at the request of the Department.
- Upon promotion.
- On initial appointment to a permanent position within the Public Service an employee is eligible for reimbursement of 75 percent of relocation expenses.
- If the employee's position becomes redundant and a suitable position is found with Government in another location within 12 months or within the time frame specified in the applicable Collective Agreement.
- A Contractual Employee if it is stated in the Contract.
- Transfer or voluntary demotion to and from Labrador provided that the employee has not received payment for relocation expenses within the previous two years.

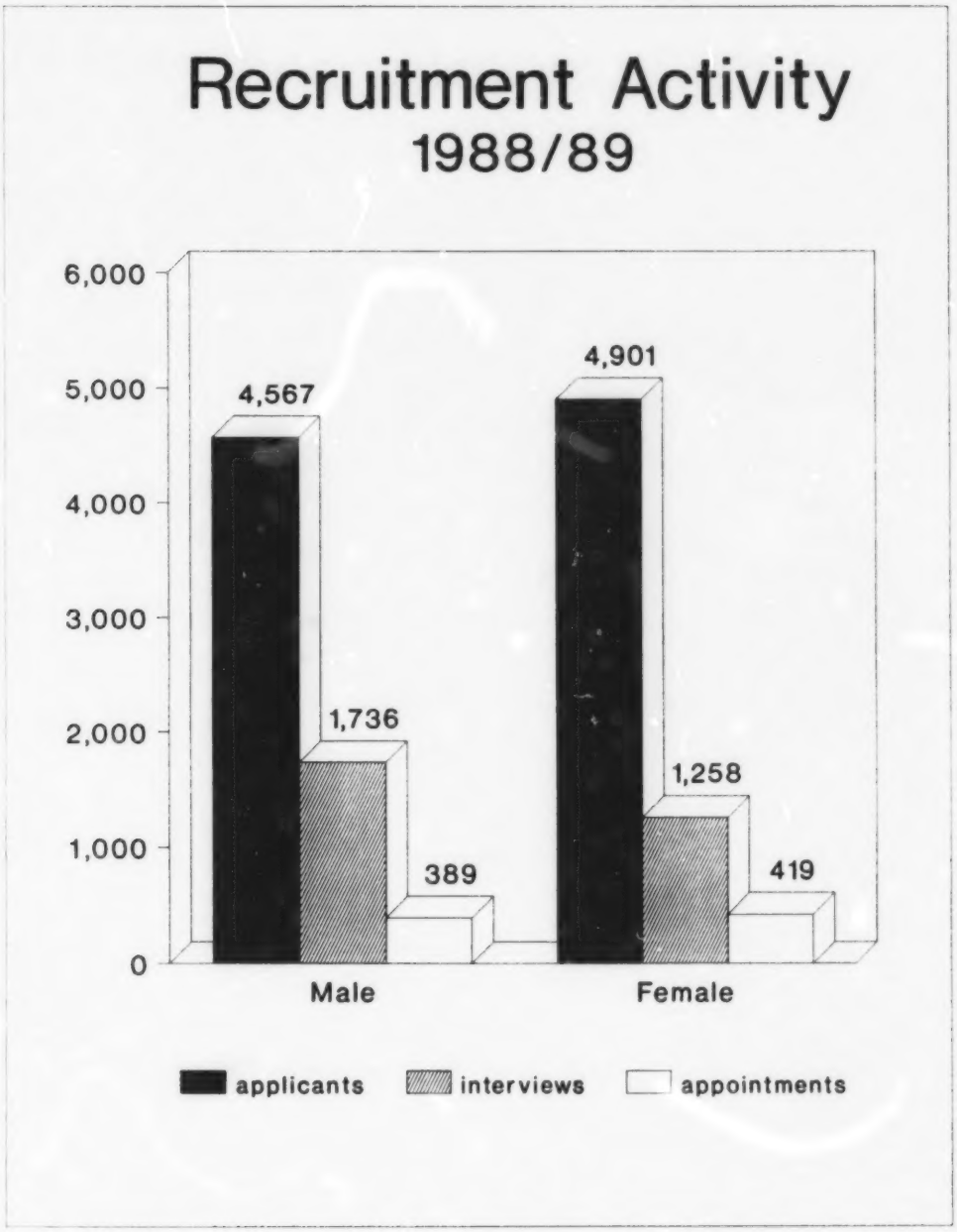
In FY 1988-89 the Commission relocated 114 employees at a cost of $877,379. A summary of these costs by relocation category is as follows:

Initial Appointments	45	$494,351
Transfers	42	$151,803
Promotions	24	$175,324
Other	3	$ 8,234
Totals	114	$877,379

STATISTICS

Appendix A

RECRUITMENT AND SELECTION DIVISION



Appendix B

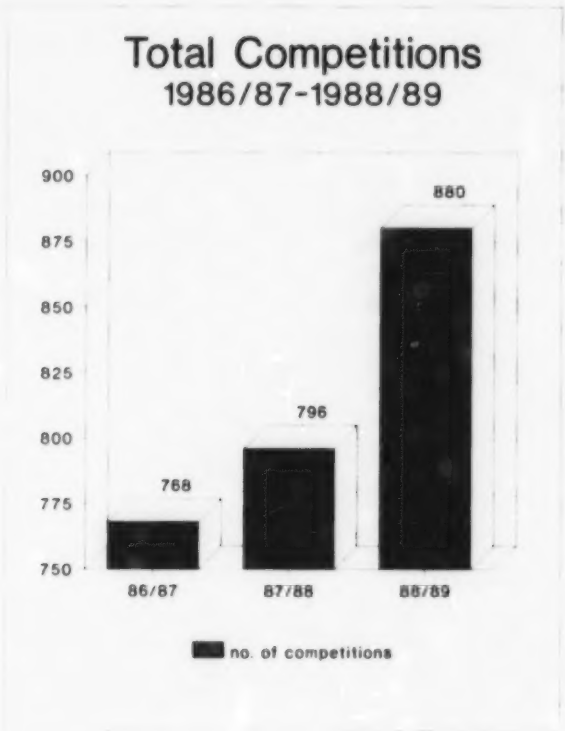
RECRUITMENT AND SELECTION DIVISION

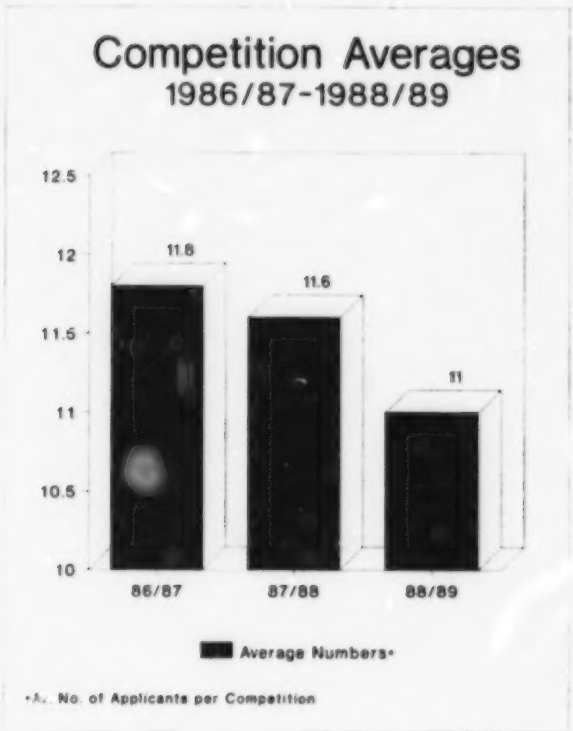
3 Year Comparison of Competitions by Department

DEPARTMENT/AGENCY	86-87	87-88	88-89
Alcohol & Drug Dependency Commission	10	14	19
Auditor General	11	18	16
Bay St. George Community College	1	-	
Cabinet Secretariat	6	5	1
C.A. Pippy Park Commission	-	1	2
Career Development and Advanced Studies	18	48	24
Consumer Affairs and Communications	16	11	11
Culture, Recreation and Youth	44	34	31
Development and Tourism	28	29	39
Eastern Community College			8
Education	27	25	24
Environment and Lands	22	19	33
Energy	20*	9	10
Executive Council	-	2	11
Finance	36	29	42
Fisheries	23	12	27
Fisheries Loan Board	9	5	7
Fishing Industry Advisory Board	1	-	
Forestry	41	34	28
Health	54	65	60
Intergovernmental Affairs	1	5	2
Justice	65	62	43
. Adult Corrections	-	-	
. Royal Newfoundland Constabulary	2	6	8
. St. John's Fire Department	3	-	
Labour	20	14	20
Medical Care Commission	12	13	6
Mines	*	10	6
Municipal Affairs	5	25	29
Newfoundland Liquor Licensing Board	2	7	3
Newfoundland Public Libraries Board	10	13	26
Petroleum Directorate	16	3	
Public Service Commission	7	3	15
Public Works and Services	39	37	46
Rural, Agricultural and Northern Development	47	34	51
Social Services	110	121	150
Transportation	51	67	71
Treasury Board Secretariat	11	12	10
Western Community College	-	4	1
TOTAL	768	796	880

Appendix C

RECRUITMENT AND SELECTION DIVISION





Appendix D

RECRUITMENT AND SELECTION DIVISION

Test Administered
Clerical/Secretarial Positions

Position	Total Tests Administered	Number Passed	Number Failed *
Clerical	740	304	436
Typing	966	692	274
Shorthand	202	98	104
Court Reporter	14	5	9
TOTALS	1922	1099	823

** after 6 months candidates are eligible to re-write tests*

Positions Filled
Clerical/Secretarial Positions

Position	Number	Permanent	Temporary
Clerical	27	20	7
Clerk Typist	71	45	26
Clerk Stenographer	48	30	18
Court Reporter	4	2	2
Word Processing Equipment Operator	61	30	31
TOTALS	211	127	84

Appendix E

STAFF TRAINING AND DEVELOPMENT DIVISION

Number of Courses, Participants and Person Days of Training for Fiscal Year 1988-89 By Program Area and Sex

Program Area	No. of Courses	No. of Participants	No. Males	No. Females	No. of Training Days
Personnel Management Program	27	318	205	113	627
Management and Supervisory Development Program	11	158	90	68	413
Employee Development Program	22	281	132	149	502
Career Development Program	3	39	9	30	95
Communications and Interpersonal Skills Program	25	230	108	122	522
Computer Classroom Courses	47	319	134	185	731.5
Computer Based Training (C.B.T.) Courses	45	193	77	116	146.5
Special Training Programs	22	325	117	208	676
Occupational Health and Safety Training Program	6	132	124	8	234
Pre-Employment Training Program	2	36	13	23	180
Departmental Training Courses/ Programs	42	629	420	209	2,022.5
Certificate, Part-time, Correspondence and Night Course Program	109	109	54	55	-
External Courses, Workshops	23	38	23	15	253.5
TOTALS	**474**	**2,807**	**1,506**	**1,301**	**6,403**

Appendix F

STAFF TRAINING AND DEVELOPMENT DIVISION

Number of Courses and Participants

By Fiscal Year From 1982-83 to 1988-89

Fiscal Year	Number of Courses	Number Of Participants
1982-83	347	3226
1983-84	351	3104
1984-85	367	3094
1985-86	357	3005
1986-87	455	3729
1987-88	493	3604
1988-89	474	2807

Number of Courses and Participants in Data Processing Training

By Fiscal Year From 1982-83 to 1988-89

Fiscal Year	Number of Participants Classroom Courses	Number of Participants C.A.I. Courses	Total Number Participants
1982-83	166	44	210
1983-84	149	142	291
1984-85	53	241	294
1985-86	148	142	290
1986-87	202	584	786
1987-88	341	765	1106
1988-89*	319 (637)	193 (376)	512 (1013)

* Effective November 13, 1988 the Public Service Commission discontinued payment for computer training courses. The first set of figures represents public servants the Commission sponsored on Data Processing Training to the date of transfer. The figure in brackets indicates the total number of public servants who attended Data Processing Training through the Training Department of Newfoundland and Labrador Computer Services Limited in the full Fiscal Year.

Appendix G

STAFF TRAINING AND DEVELOPMENT DIVISION

Staff Training and Development Program
Management and Supervisory Course
Attendance

Fiscal Year	Number of Courses	Number of Participants	Number of Males	Number of Females
1986 - 1987	46	643	464 (72%)	179 (28%)
1987 - 1988	53	718	483 (67%)	235 (33%)
1988 - 1989	38*	476*	295 (62%)	181 (38%)

* The number of courses and participants appeared to decrease in Fiscal Year 1988-89 as a restructuring of the management and supervisory curriculum during the year resulted in the placement of a number of management and supervisory courses in other areas of the Core Program of the Commission.

Staff Training and Development Program
N.H.N.H.A. Supervisory Development Course
Attendance

Fiscal Year	Number of Courses	Number of Participants	Number of Males	Number of Females
1986 - 1987	9	170	45 (26%)	125 (74%)
1987 - 1988	10	182	50 (28%)	132 (72%)
1988 - 1989	7	112	34 (30%)	78 (70%)

Appendix H

PERSONNEL SERVICES DIVISION

Public Servants who Retired in Fiscal Year 1988-89
Thirty-Five Years Service and Over

	Name	Years	Department
1.	George Pope	47	Social Services
2.	John P. Walsh	46	Justice
3.	Rita Bursey	44	Justice
4.	Hubert C. Baggs	44	Transportation
5.	Michael J. Fewer	44	Transportation
6.	Florence Fagan	43	Consumer Affairs & Communications
7.	Chief Judge Clement Scott	42	Justice
8.	Howard Hillier	41	Finance
9.	W. Alistair Kinsman	39	Consumer Affairs & Communications
10.	Margaret Rose	39	Justice
11.	Joseph Dunphy	39	Fisheries
12.	William R. Parsons	39	Justice
13.	Daphne Rees	38	Finance
14.	Peter G. Withers	38	Public Service Commission
15.	Douglas C. Whitten	38	Public Service Commission
16.	Mona Cram	38	Nfld. Public Library Services
17.	Carl Smith	37	Auditor General
18.	John Bennett	37	Education
19.	Otto Lawrence	37	Education
20.	Lloyd Tucker	37	Health

PERSONNEL SERVICES DIVISION

21.	Fintan J. MacPherson	37	Forestry
22.	Robert J. Learning	37	Labour
23.	John McKillop	37	Mines
24.	Almond Flynn	37	Rural, Agricultural and Northern Development
25.	Vera Broderick	36	Health
26.	Susanne Hill	36	Health
27.	Kevin Langdon	36	Transportation
28.	Roland Osmond	36	Transportation
29.	Sister Teresita Dobbin	35	Education
30.	Lloyd Baker	35	Health
31.	Warrick Swyers	35	Health
32.	Stirling T. Ivany	35	Municipal Affairs
33.	Harold Hancock	35	Social Services
34.	Leonard Holwell	35	Social Services
35.	Horace Jensen	35	Social Services
36.	George C. Saunders	35	Social Services
37.	Leonard McGrath	35	Transportation
38.	Claude Milton Serrick	35	Transportation

Appendix I

PERSONNEL SERVICES DIVISION

SERVICE RECOGNITION PROGRAM

Participation

Fiscal Year	20 Years	25 Years	35 Years	Retirements
1984-85	116	48	4	166
1985-86	170	98	25	167
1986-87	123	77	14	175
1987-88	239	93	23	235
1988-89	171	81	11	661

EMPLOYEE ASSISTANCE PROGRAM

Participation

FISCAL YEAR	NUMBER OF EMPLOYEES
1983 - 1984	16
1984 - 1985	26
1985 - 1986	37
1986 - 1987	57
1987 - 1988	88
1988 - 1989	77